



ACQUISITION AND
TECHNOLOGY

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3010



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MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE
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SUBJECT: Planning Guidance for Acquisition Reform Day 2, March 19, 1997

On December 6, 1996, I formally designated March 19, 1997 as the Defense Department's second Acquisition Reform Day (copy attached). The theme this year is "Teaming--The Catalyst for Making Acquisition Reform Initiatives the Norm." I believe that this AR Day, conducted with Industry participation, will: speed the closure process for the issues surfaced during the first AR Day; further the implementation of our acquisition reform initiatives; and, accelerate the benefit stream.

On March 19th, I would like the Government-Industry teams, at the local level, to focus on our acquisition reform initiatives--the ones that are critical to their team, the implementation successes, and the work yet to be done in effectively applying them to the team mission. If that date is not possible due to a mission conflict, an organization may select another day that week to conduct their AR Day activities. The teams should include your Component and OSD staffs, requirements and financial management communities, legal counsels, procurement and contracting personnel, auditors, and industry partners as appropriate--to cite just a few examples. I expect our headquarters staff members to participate, as much as practical, in on-site activities with one or more of the teams. The objective is to **train as we work--as a team**.

Commanders and managers at all levels will be responsible for planning and conducting the day's activities. Providing and conducting training has always been, and remains today, a critical supervisory function. It has become even more important today as we vastly change the way we do business with a reduced workforce. All of us in the chain of command have a responsibility to ensure our workforce is adequately prepared to accomplish their assigned mission. I expect our commanders and managers, at all levels, to actively plan for and participate in the education and training activities.

To that end, I will not dictate the day's agenda. Each team should consider the range of possible activities and prepare a meaningful program for their team. Possibilities include but are not limited to: classes, case study or acquisition simulation activities, discussion of success stories and lessons learned, seminars, and focus groups. In the coming weeks, the Defense Acquisition University (DAU) will begin providing some additional educational tools and a compendium of resources, for use as appropriate, to supplement those which are available from within your own

Components and organizations. In particular, we have pulled together a cross-functional industry-government team to develop several "war game" scenarios or case studies for acquisitions of various types and levels. Teams can work through a typical acquisition, solving problems as they go. Managers will serve as the instructors to facilitate an "after action" discussion to highlight major points to the team. The DAU materials will include instructors' guides.

As a result of the day's activities, each team should develop their own action plan to improve the effective application of acquisition reform initiatives in their daily operations. Those plans will become the foundation for making our acquisition reform initiatives the normal course of business in the weeks, months, and years ahead.

I appreciate your cooperation and support of our Acquisition Reform Day.

A handwritten signature in cursive script that reads "Paul Kaminski".

Paul G. Kaminski

Attachment:
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